Massachusetts Bay Transportation Authority

QCO Update
MBTA Safety, Health & Environment Meeting
September 18, 2025
Meredith Sandberg, Chief of Quality, Compliance & Oversight

Reminder: where we've come from, FTA SMI outcome and response by the numbers

8
Special Directives

42
FTA Findings

69
Required Actions

FTA issued a total of eight special directives to the MBTA with findings and required actions MBTA must do

37
Corrective Action Plans

634
Action Items

MBTA developed Corrective Action Plans (CAPs) in response which the FTA monitors; for each action item within the CAPs MBTA submits supporting documentation

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QCO was established to respond to the FTA's SMI

- Managing the implementation of the changes brought about by the response to the FTA's SMI and other cross-authority efforts
- Ensuring the outcomes of those changes are effective and sustainable
- Communicating SMI Response progress/updates to internal and external audiences
- Additional performance improvement/cross-departmental projects
- Eventual site of Quality Management and Document Management teams to centralize and standardize; part of one of the findings
- Key activities:
  - Employee engagement, change management, public transparency, communication, verification of outcomes & metrics
  - Formalizing decisions, standards, aligning documentation across the organization
  - QCO act as facilitators & conveners across the MBTA
  - Cross organizational processes and governance

QCO

Quality, Compliance & Oversight

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Shifts & Transformations while working on the SMI portfolio

- Alignment of SMI CAP work with strategic direction of agency
- Proactive vs reactive decision-making and planning
- Workforce fit for purpose – experience, roles & numbers
- Deeper understanding and value of workforce POV
- Emphasis on cross-departmental collaboration and communication
- Empowering ownership of results
- Setting and managing to leadership priorities

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Reflections & Results

Safety Culture

Clear Documentation

Quality Behaviors

Stakeholder Engagement

Project Management

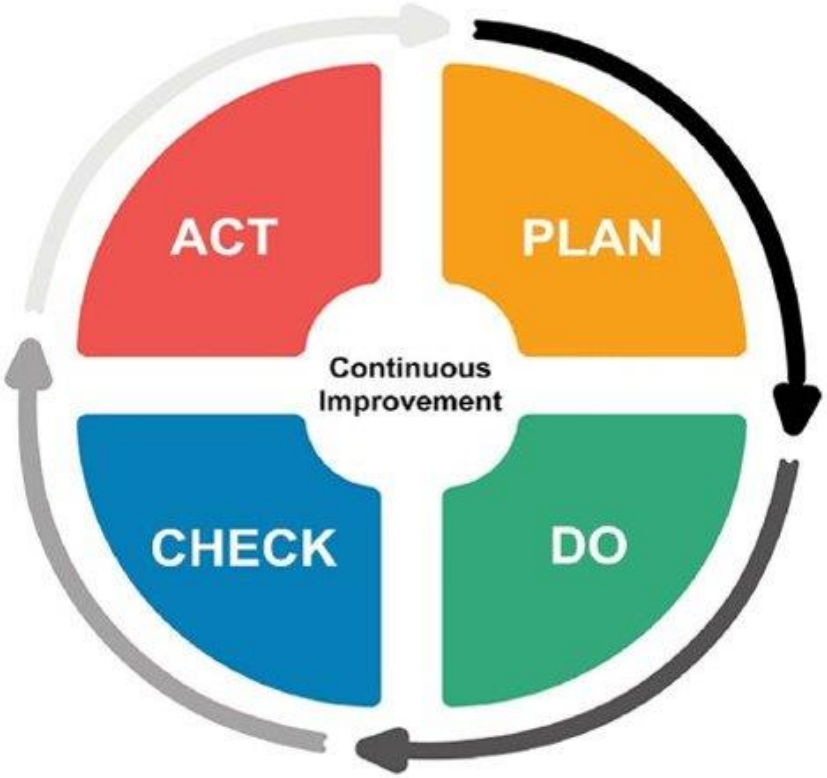
Forward momentum – Continuous Improvement, regulatory compliance, and oversight liaising

CAP/finding

Design/implement
long-term strategic changes

Change Management
Strategy

Data driven processes to
measure/improve



- Proactive regulatory relationship mgmt
- Growth-focused assurance
- Data-driven continuous improvement
- Repeatable processes and procedures
- More predictable outcomes and reliable service
- Transparent and convenient access to necessary information

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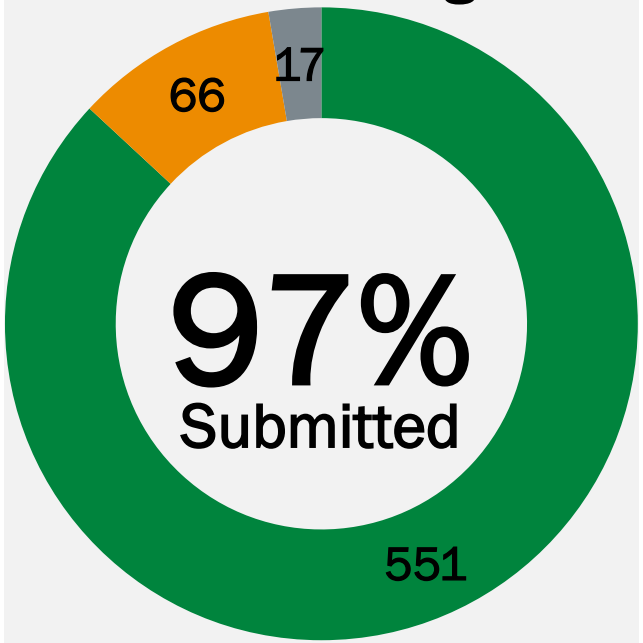
Submissions Accepted | Under FTA Review | Resubmittal Required | Not Yet Submitted

FTA SMI Response Progress Summary

Overall CAP Progress[1]



72%

6/1/2022 — 12/21/2026

Overall Findings		
	Total	42
	Closed	29
	Ongoing	13

SD 22-04: Track Maintenance & PPE

72%

6/8/2022 — 12/21/2026

SD 22-05: Vehicle Securement

100%

6/1/2022 — 3/21/2025

SD 22-06: Operations Control Center

100%

6/1/2022 — 3/7/2025

SD 22-07: Lapsed Certifications

100%

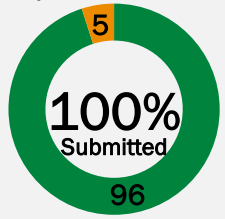
6/13/2022 — 10/1/2024

SD 22-09: Workforce

100%

10/1/2022 — 12/20/2024

SD 23-10: Safety Information & SMS



100%

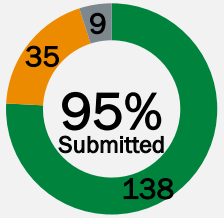
10/17/2022 — 6/12/2025

SD 22-11: Safety Communication

100%

9/21/2022 — 6/28/2024

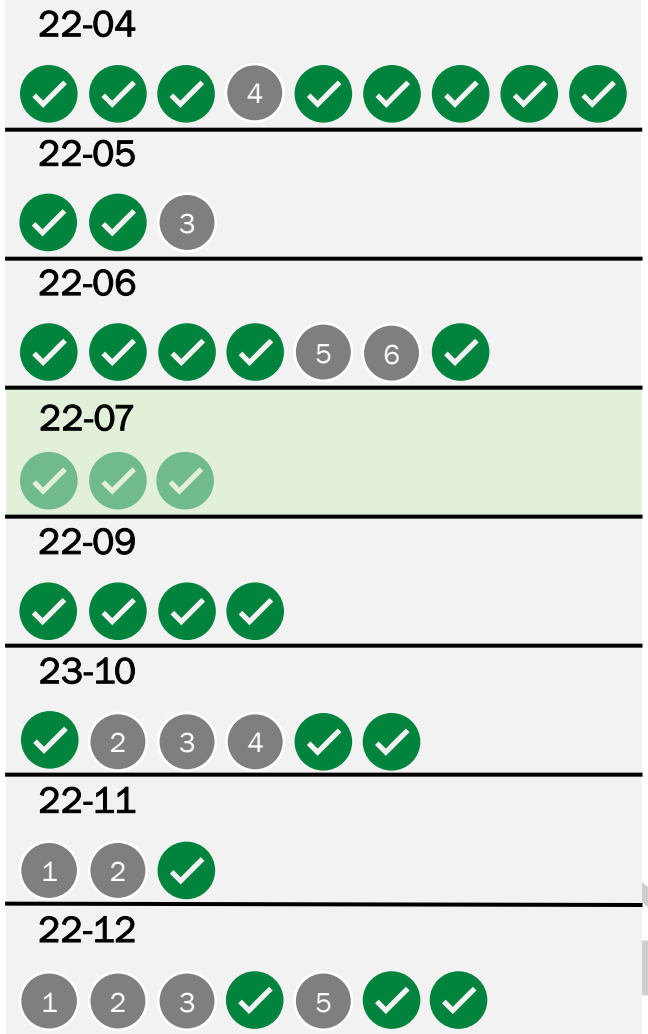
SD 22-12: Policies, Procedures, Training



88%

6/13/2022 — 2/19/2026

Overall Finding Progress



1. Total of 634 actionable items; inclusive of updated 22-4, 23-10 & 23-12 CAPs, does not include IAL items

Finding Closed

Data as of: September 7, 2025

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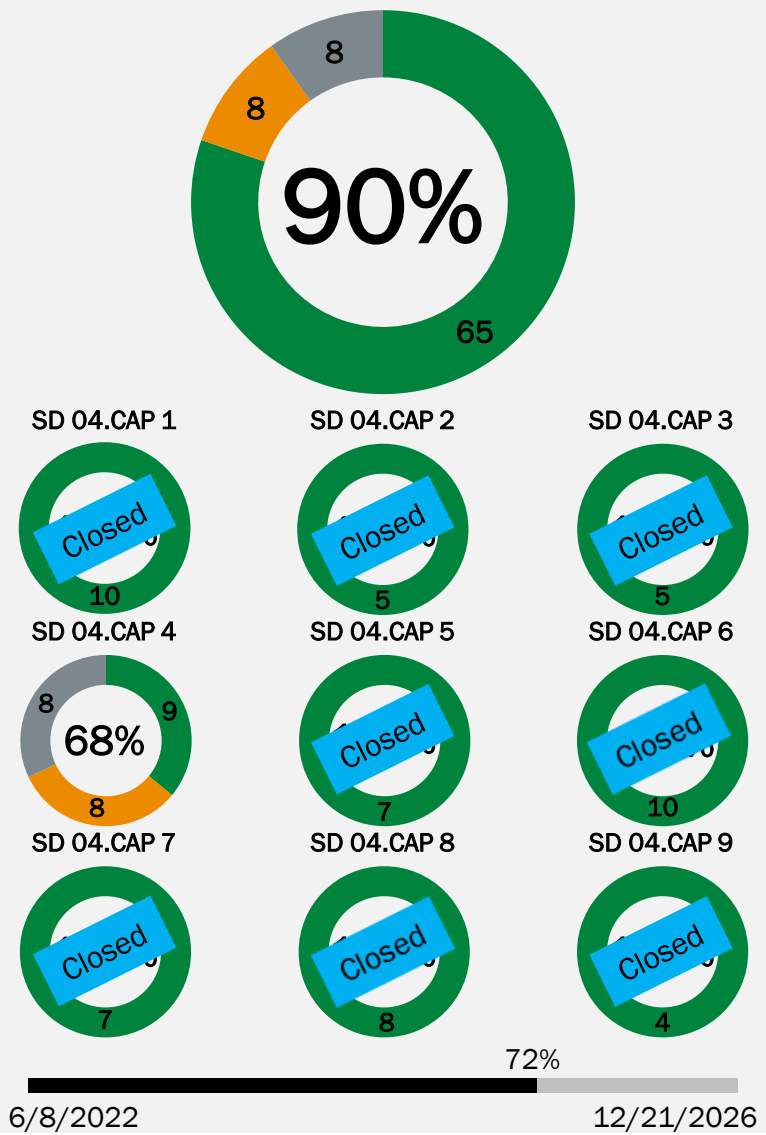
Questions?

Appendix

Draft for Discussion & Policy Purposes Only

Submissions Accepted | Under FTA Review | Resubmittal Required | Not Yet Submitted

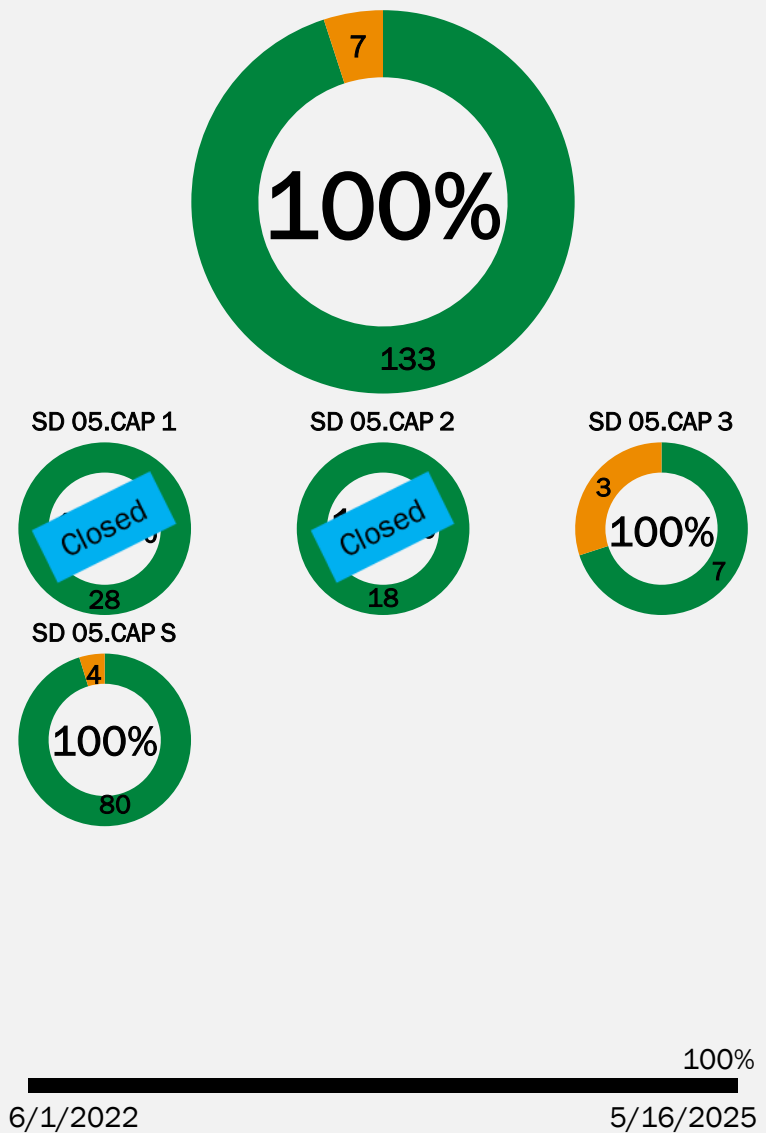
SD 22-4: Track Maintenance & PPE



- ✓ F1: Published updated Rulebook for Operations Employees incorporating PPE requirements – CAP CLOSED
- ✓ F2: All action items completed CAP CLOSED
- ✓ F3: Raised Tufts Curve Speed Restriction after completing Cologne Egg replacement – CAP CLOSED
- • F4: Developed Power SGR Strategy, correlated to FY26 CIP
- ✓ F5: Submitted budget requests for MOW equipment and resource needs – CAP CLOSED
- ✓ F6: Developed Capital Funding Request & Plan for Accelerated Implementation of EAM – CAP CLOSED
- ✓ F7: Developed and Implemented New Weekly Track Conditions Report for Executives – CAP CLOSED
- ✓ F8: Updating SMRP metrics to FTA for our quarterly update 9/30/24 – CAP CLOSED
- ✓ F9: Restored Green Line Work Train to Working Order – CAP CLOSED

Submissions Accepted | Under FTA Review | Resubmittal Required | Not Yet Submitted

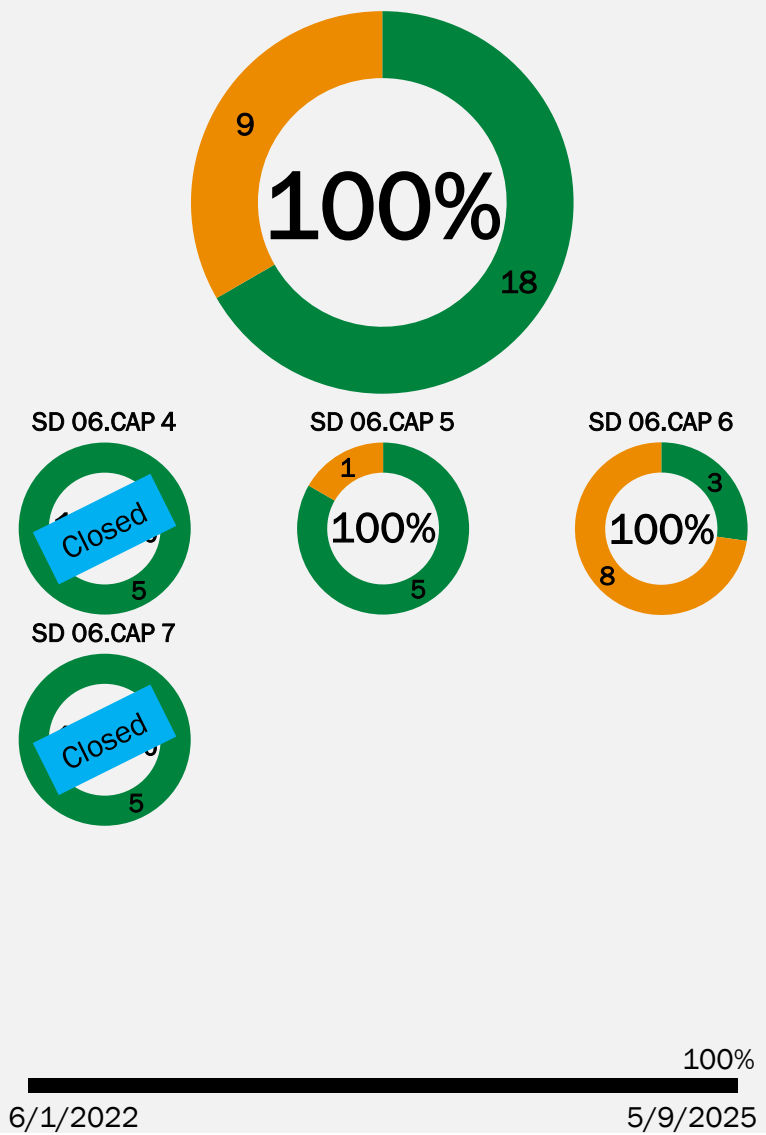
SD 22-5: Vehicle Securement



- ✓ F1: Procedures for Safe Movements of Rail Vehicles– all action items completed – CAP CLOSED
- ✓ F2: Training for SMRV Procedures – all action items completed – CAP CLOSED
- F3: Implemented Compliance Program for Safe Movement, all action items completed – CAP CLOSURE REQUESTED
- Supplemental: All action items completed. Under FTA review. – CAP CLOSURE REQUESTED

Submissions Accepted | Under FTA Review | Resubmittal Required | Not Yet Submitted

SD 22-6: Operations Control Center



- ✓ F1: Ensured that staff working in OCC are certified – FINDING CLOSED
- ✓ F2: Established policies to ensure OCC staff have sufficient time off between shifts – FINDING CLOSED
- ✓ F3: Established Operating Procedures to Ensure No Staff Performing Dual Roles – FINDING CLOSED
- ✓ F4: Ensured 100% Compliance with Work Hour Restrictions – CAP CLOSED
- • F5: Staffed to 27 RTL Dispatchers Including Supplemental Resources - all action items submitted, under FTA verification
- • F6: Implementing plan to make OCC role more attractive (OCC renovation in design phase) -- CAP CLOSURE REQUESTED
- ✓ F7: Updating materials for specialized dispatcher training. – CAP CLOSED

Data as of: September 7, 2025

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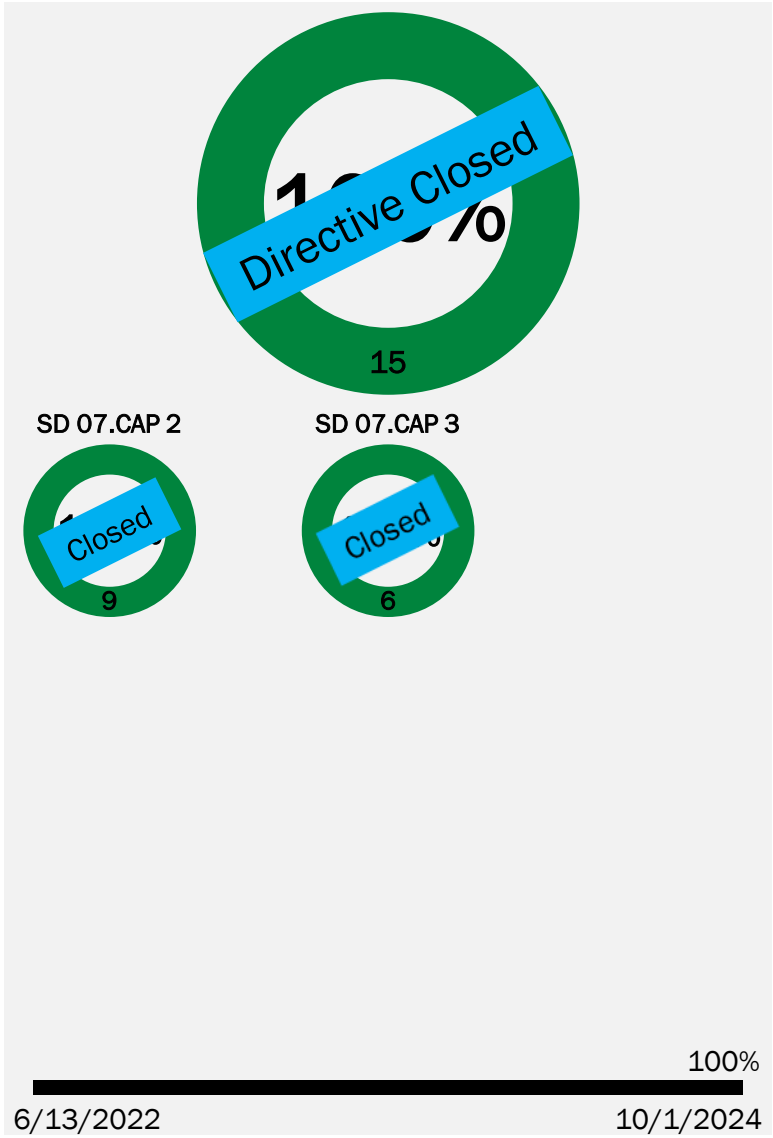
Note: Percentages in charts represent submission

Submissions Accepted | Under FTA Review | Resubmittal Required | Not Yet Submitted

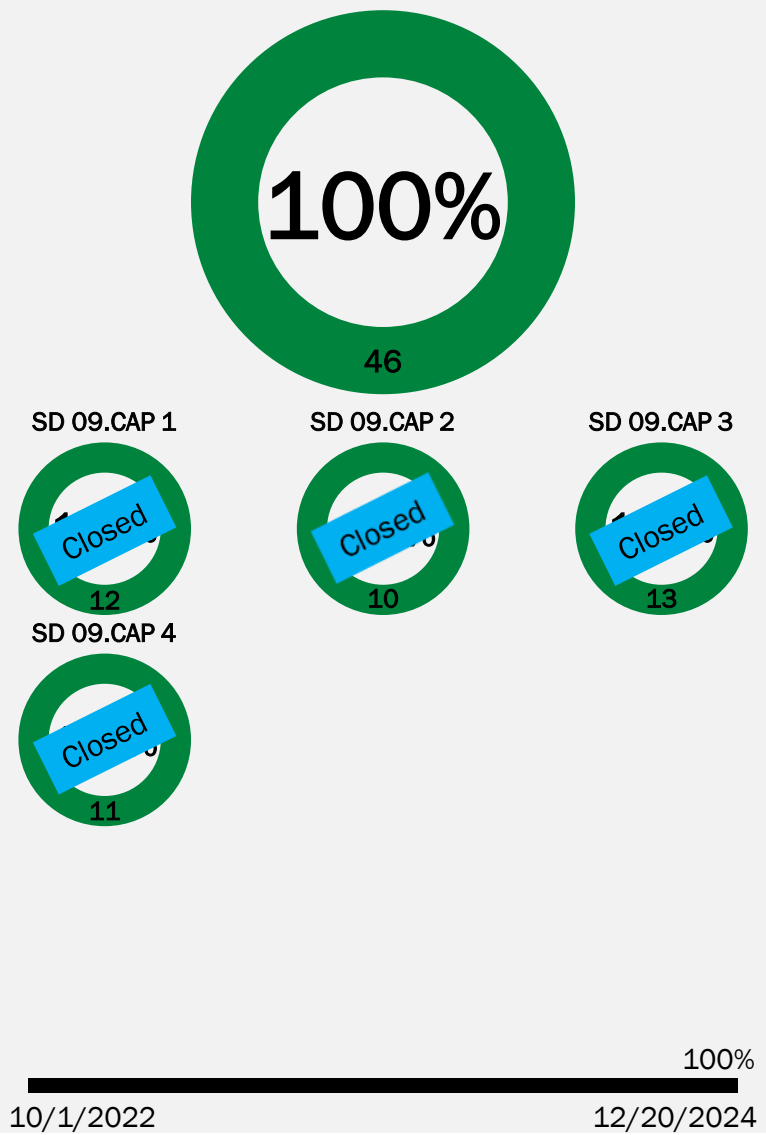
SD 22-7: Lapsed Certification Process



- ✓ F1: Ensured 100% of Operating Personnel Are Current in Certifications – Finding Closure Requested in Fall 2023. Quarterly report for rest violations showing 99.9% compliance submitted to FTA on 4/8/24 - FINDING CLOSED
- ✓ F2: Ensured 100% of Operating Personnel Are Current in Certifications – CAP CLOSED
- ✓ F3: Ensured 100% of Operating Personnel Are Current in Certifications; Designing and Implementing Certification Management Procedures - dashboard went live 2/1/24 – CAP CLOSED

Submissions Accepted | Under FTA Review | Resubmittal Required | Not Yet Submitted

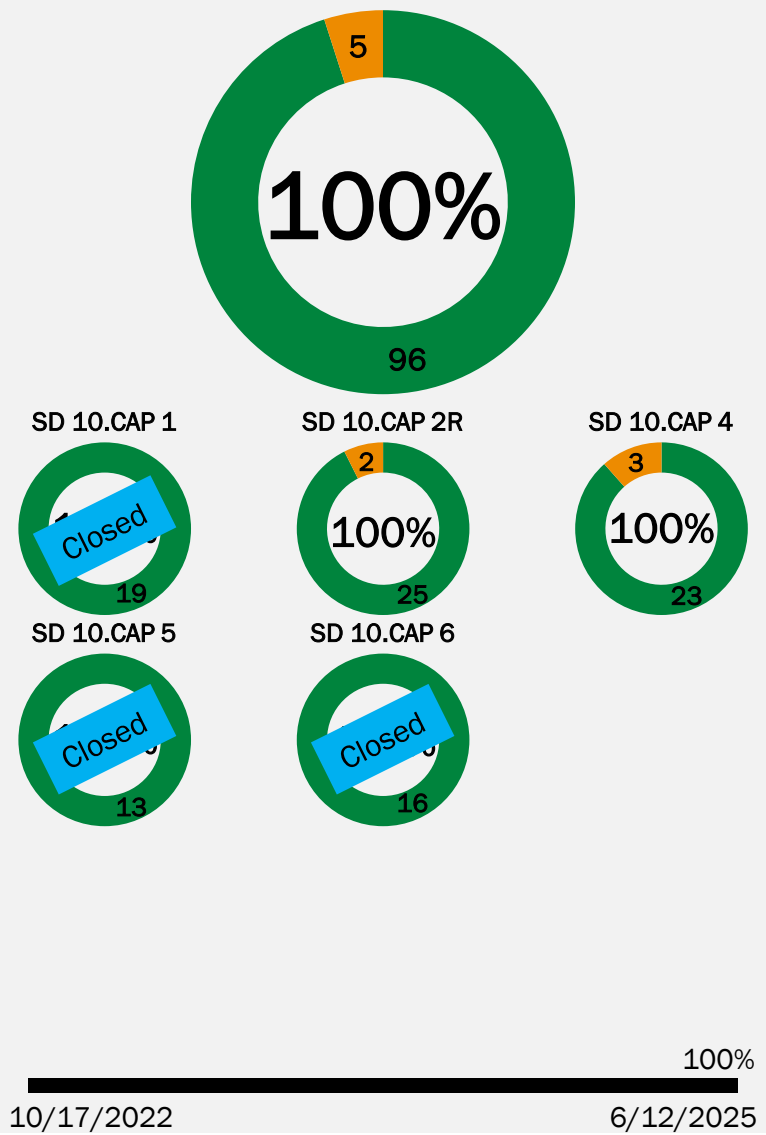
SD 22-9: Workforce



- ✓ F1: Workforce Assessment: Final safety risk assessment and workforce assessment accepted. – CAP CLOSED
- F2: Hiring Plan: First draft of five-year hiring plan accepted, final draft under verification. -- CAP CLOSURE REQUESTED
- ✓ F3: In final stages of implementing training plan for updated Safety Certification policy, verified results with FTA on-site. – CAP CLOSED
- ✓ F4: Contractor Oversight: All action items completed, verified results with FTA on-site. – CAP CLOSED

Submissions Accepted | Under FTA Review | Resubmittal Required | Not Yet Submitted

SD 23-10: Safety Information & SMS



- ✓ F1: All action items completed – CAP CLOSED
- • F2/F3: All action items completed. Under FTA review. – CAP CLOSURE REQUESTED
- • F4: All action items completed. Under FTA review. – CAP CLOSURE REQUESTED
- ✓ F5: All action items completed – CAP CLOSED
- ✓ F6: All action items completed – CAP CLOSED

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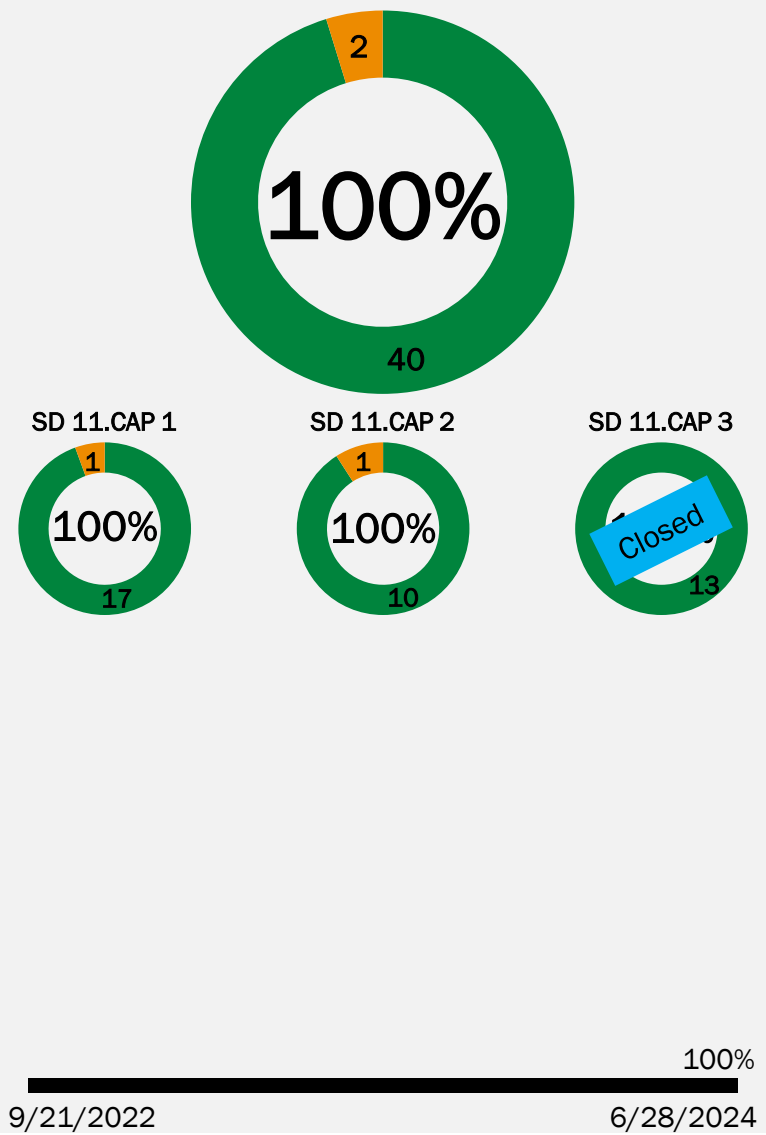
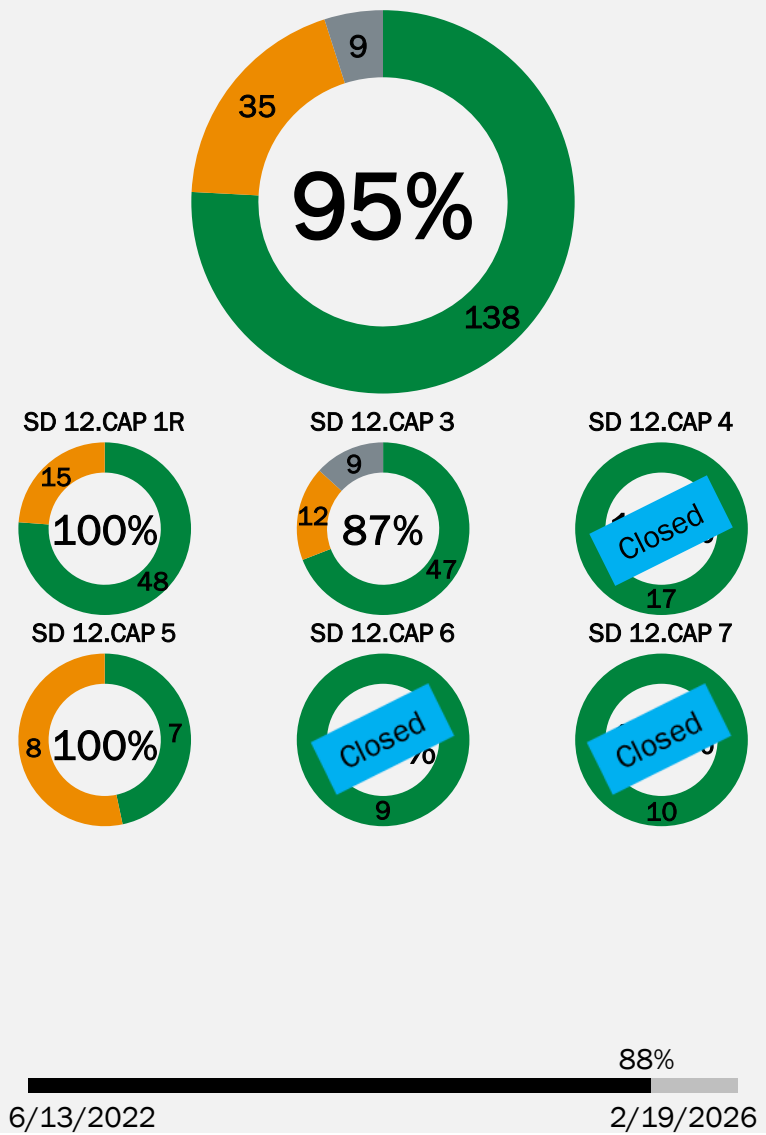
SD 22-11: Safety Communication



- F1: All action items completed, under FTA verification – CAP CLOSURE REQUESTED
- F2: All action items completed, under FTA verification – CAP CLOSURE REQUESTED
- ✓ F3: All action items completed, under FTA verification – CAP CLOSED

Submissions Accepted | Under FTA Review | Resubmittal Required | Not Yet Submitted

SD 22-12: Policies, Procedures & Training



- F1/F2: Launched OTIP for Light Rail; updating for Heavy Rail
- F3: Implemented and launched Document Management System (Document Authority)
- ✓ F4: All action items completed – CAP CLOSED
- F5: Established process for maintenance and training updates, established mobile access to central repository, and submitted monthly digitization progress for VM (complete) and E&M
- ✓ F6: Evaluated program design for Rail Ops mentorship – CAP CLOSED
- ✓ F7: Completed all action items, submitted Weak Signals Quarterly Report – CAP CLOSED